

THE CASE OF THE INCOMPREHENSIBLE STADIUM

A SUMMER 2020 INDEPENDENT STUDY
GRAPHIC NOVEL MANIFESTO ON:

STADIUM PLANNING & DEVELOPMENT

JULIAN HUERTAS, MUP 2021
HARVARD UNIVERSITY
GRADUATE SCHOOL OF DESIGN



INHABITANTS OF PLANET EARTH CONTINUE TO
PLAN & DEVELOP GIANT BUILDINGS THAT APPEAR
TO LOSE MONEY, WASTE SPACE, AND CREATE A
HOST OF NEGATIVE EXTERNALITIES. IT'S UNCLEAR
TO THE REST OF THE UNIVERSE WHY THIS URBAN
PHENOMENON KEEPS OCCURRING.

LET'S CHECK OUT WHAT MAKES
EARTHLINGS THINK PLANNING &
DEVELOPING THESE BUILDINGS
ARE GOOD IDEAS.



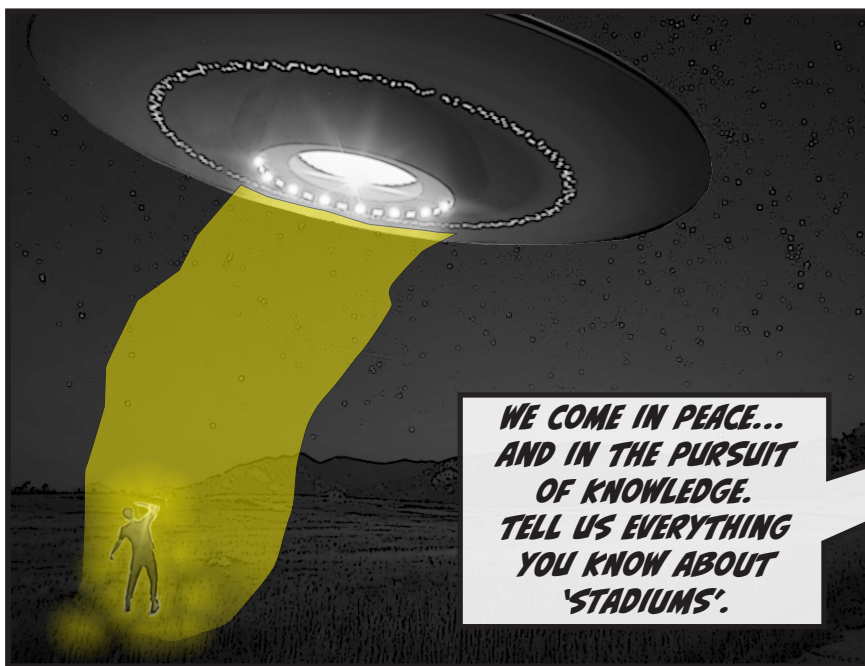
THAT MUST BE THE
BUILDING, BUT...
WHAT IS IT?



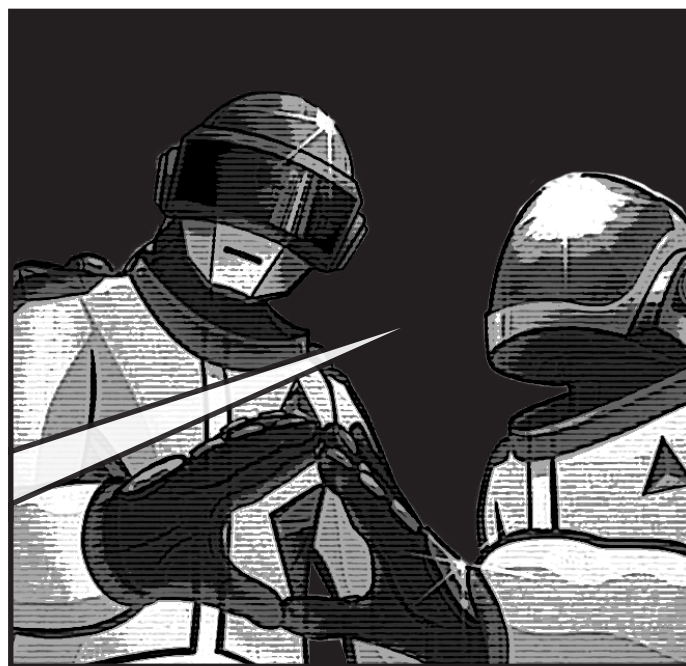
SO THE EARTHLINGS
CALL THEM
'STADIUMS' THEN.

IT WAS SO PACKED & SO
BRIGHT. WHY THEN SO MUCH
NEGATIVITY SURROUNDING
STADIUMS? THEY SEEM PRETTY
COOL IN MY OPINION.

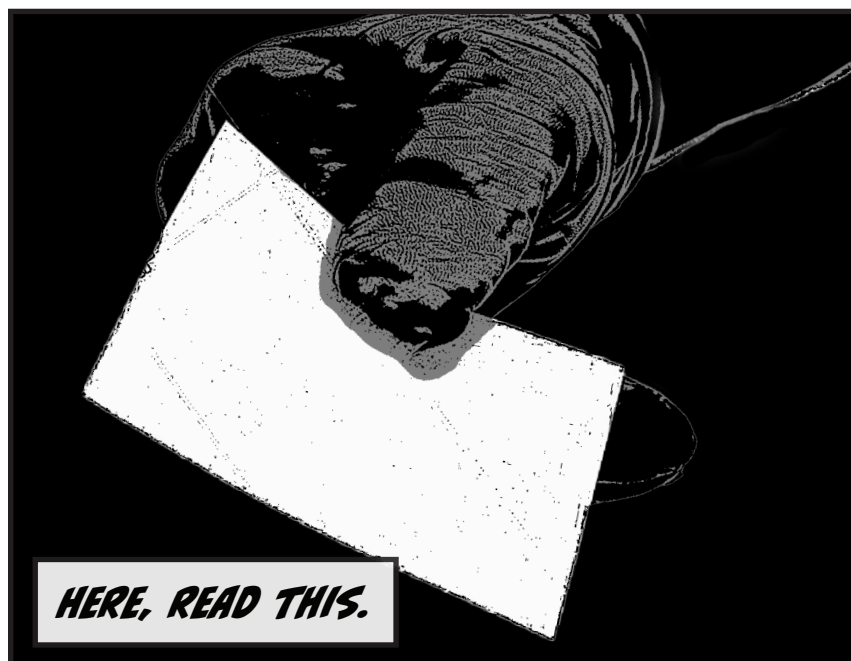
I THINK WE NEED AN EARTHLING TO
FILL IN THE GAPS AND TO ALSO HELP US
UNDERSTAND THE IMPLICATIONS OF STADIUMS
ON URBAN PLANNING & DEVELOPMENT.



**WE COME IN PEACE...
AND IN THE PURSUIT
OF KNOWLEDGE.
TELL US EVERYTHING
YOU KNOW ABOUT
'STADIUMS'.**



**I HAVE NO IDEA WHAT
YOU'RE TALKING
ABOUT... WHY DO
YOU WANT TO KNOW
ABOUT STADIUMS??**



HERE, READ THIS.



"... AN ESTIMATED DECREASE IN PER CAPITA INCOME OF \$1,116.96 OCCURS DURING ANY FRANCHISE'S 1ST YEAR (REGARDLESS OF SPORT) IN A METROPOLITAN STATISTICAL AREA... FOLLOWING THE ESTABLISHMENT OR RELOCATION OF THE FRANCHISE."

(1)

"... BUILDING NEW SPORTS FACILITIES AND ATTRACTING NEW PROFESSIONAL SPORTS TEAMS DID NOT RAISE INCOME PER CAPITA OR TOTAL EMPLOYMENT IN ANY US CITY." (2)



"... THERE IS NO EVIDENCE OF HIGHER OR LOWER LEVELS OF CONSTRUCTION EMPLOYMENT [DURING STADIUM DEVELOPMENT].... INSTEAD OF CREATING NEW CONSTRUCTION JOBS, JOBS WERE SHIFTED FROM PROJECTS THAT WOULD OTHERWISE HAVE BEEN UNDERTAKEN, RESULTING IN NO NEW JOB CREATION IN THE CONSTRUCTION INDUSTRY." (3)

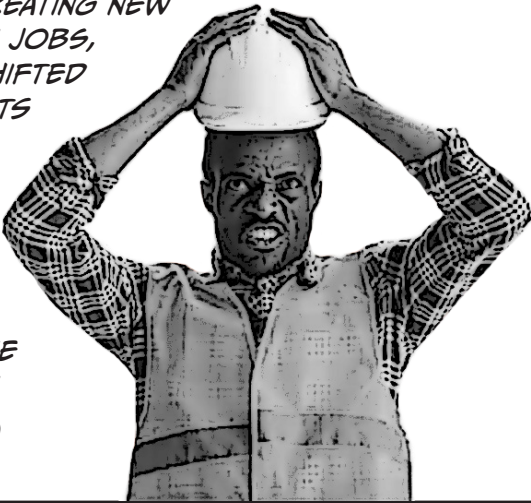


Table 1: New Sport Facility Construction in the US Since 1998
Real 2003 Dollars

City and State	Professional Sport	Year Opened	Total Cost	Public Subsidy	Age of Facility Replaced
Cincinnati, OH	Baseball	2003	\$297 mil.	\$297 mil.	34
Detroit, MI	Football	2002	\$306 mil.	\$199 mil.	27
Houston, TX	Football	2002	\$374 mil.	\$257 mil.	37
Boston, MA	Football	2002	\$332 mil.	none	31
Seattle, WA	Football	2002	\$408 mil.	\$306 mil.	26
San Antonio, TX	Basketball	2002	\$179 mil.	\$179 mil.	9
Denver, CO	Football	2001	\$417 mil.	\$313 mil.	41
Pittsburgh, PA	Football	2001	\$263 mil.	\$183 mil.	31
Dallas, TX	Basketball*	2001	\$438 mil.	\$219 mil.	21
Milwaukee, WI	Baseball	2001	\$410 mil.	\$317 mil.	48
Pittsburgh, PA	Baseball	2001	\$273 mil.	\$231 mil.	31
Cincinnati, OH	Football	2000	\$479 mil.	\$479 mil.	31
Atlanta, GA	Basketball*	2000	\$227 mil.	\$195 mil.	3
Detroit, MI	Baseball	2000	\$319 mil.	\$122 mil.	88
Houston, TX	Baseball	2000	\$266 mil.	\$191 mil.	35
San Francisco, CA	Baseball	2000	\$351 mil.	\$11 mil.	40
Cleveland, OH	Football	1999	\$311 mil.	\$311 mil.	53
Nashville, TN	Football	1999	\$319 mil.	\$319 mil.	--
Denver, CO	Basketball*	1999	\$187 mil.	\$10 mil.	24
Los Angeles, CA	Basketball*	1999	\$363 mil.	\$65 mil.	32
Indianapolis, IN	Basketball	1999	\$201 mil.	\$87 mil.	25
Seattle, WA	Baseball	1999	\$587 mil.	\$409 mil.	23
Baltimore, MD	Football	1998	\$251 mil.	\$251 mil.	44
Tampa, FL	Football	1998	\$190 mil.	\$190 mil.	22
Miami, FL	Basketball*	1998	\$197 mil.	none	10
Phoenix, AZ	Baseball	1998	\$392 mil.	\$267 mil.	--

*: Also home to a professional hockey franchise

"... THE MAJORITY OF THE FINANCING FROM THESE NEW SPORTS FACILITIES CAME FROM PUBLIC, NOT PRIVATE, SOURCES."

"ON AVERAGE, PUBLIC FINANCING ACCOUNTED FOR 65% OF THE COST OF THESE PROJECTS, AND THE AVERAGE AMOUNT OF PUBLIC SPENDING WAS \$208 MILLION." (2)

(2)

SO WAIT, LET ME GET THIS STRAIGHT: STADIUMS ARE NOT ASSOCIATED WITH POSITIVE ECONOMIC ACTIVITY IN CITIES? AND THEY ALSO GENERALLY USE UP A HUGE CHUNK OF CITY & TAXPAYER MONEY TO GET BUILT?!

YUP, THAT'S RIGHT.

AND ALSO, WHAT'S ATLANTA DOING? THEY BUILT A BRAND NEW STADIUM FOR \$227M WITH A \$195M PUBLIC SUBSIDY AFTER

3 YEARS ???





WELL THAT MAKES ABSOLUTELY NO SENSE. ESPECIALLY CONSIDERING THAT THESE PROJECTS ARE ALL GENERATING NEGATIVE CASH FLOW.

FINANCING	
Loan-to-Value Ratio	60.00%
Equity	\$210,000,000
Debt	\$315,000,000
Interest Rate	10.00%
Mortgage Constant	0.0880473
Cap Rate	6.50%
Cap Rate @ Sale	6.20%
Discount Rate	10.00%

TOTAL DEVELOPMENT COST	
Acquisition Costs	\$25,000,000
Construction Costs	\$500,000,000
Total Development Costs	\$525,000,000

PROGRAMMING	
Land & Programming Square Footage	
Land SF	600,000
Building & Parking Total SF	1,100,000
Retail Total SF	50,000
Retail Cost/SF	\$50
# of Units, Parking Spots, & Vacancy	
# of 1-Bedroom Apartments	150
# of 2-Bedroom Apartments	200
# of Parking Spots	20,000
Apartment Vacancy	3%
Retail Vacancy	5%
Household Size	100% of AMI
1-Person	\$68,450
2-Persons	\$78,250
3-Persons	\$88,000

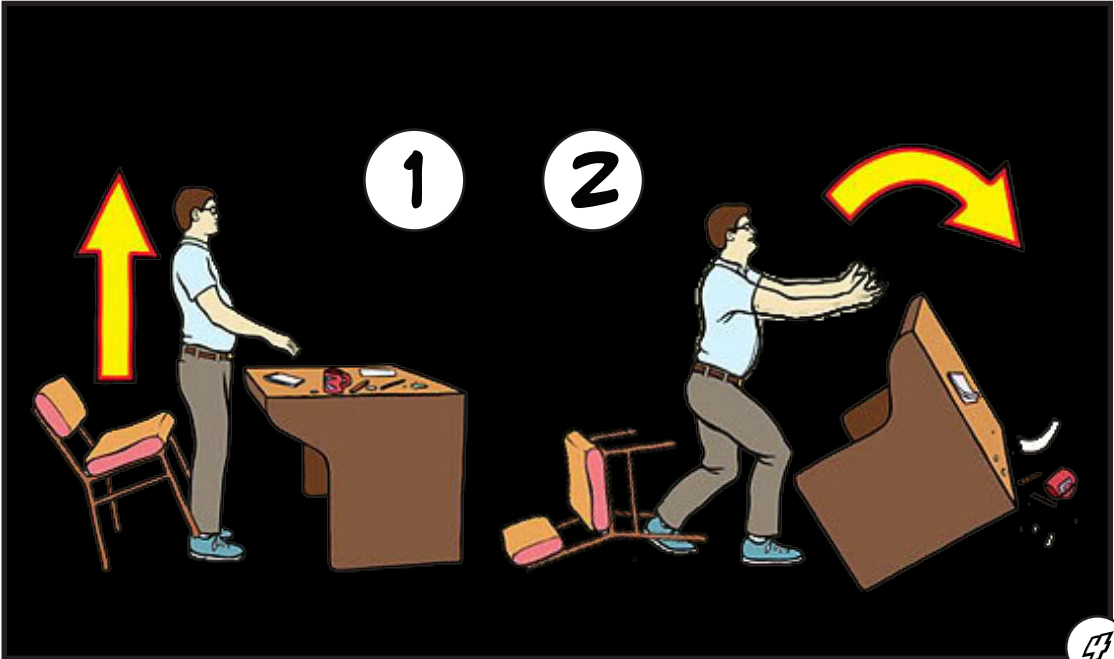
INCOME	
Rents Affordable (Annual)	
Affordable 2-Bedroom (100% AMI)	\$83,125
Affordable 2-Bedroom (70% AMI)	\$58,188
Affordable 2-Bedroom (50% AMI)	\$17,456
Rents Market Rate (Annual)	
1-Bedroom	\$22,800
2-Bedroom	\$30,000
Miscellaneous	
Parking Space Rental (Annual)	\$6,000
Gross & Additional Income Growth Rate	3.0%

EXPENSES	
Operating Expenses/SF	\$5.00
Real Estate Taxes/SF	\$3.00
Replacement Reserve/SF	\$1.00
Sales Expenses as % of Sale Price	6.0%
Expenses Growth Rate	5.00%

PRO FORMA	1	2	3	4	5	6
GROSS INCOME						
Market-Rate Apartments	\$9,314,400.00	\$9,593,832.00	\$9,881,646.96	\$10,178,096.37	\$10,483,439.26	\$10,797,942.44
Affordable Apartments	\$69,825.00	\$71,919.75	\$74,077.34	\$76,299.66	\$78,588.65	\$80,946.31
Retail Space	\$2,500,000.00	\$2,570,000.00	\$2,652,250.00	\$2,731,817.50	\$2,813,772.03	\$2,898,185.19
Subtotal	\$11,884,225.00	\$12,245,751.75	\$12,607,974.30	\$12,986,213.53	\$13,375,769.94	\$13,777,073.94
VACANCY						
(Residential Vacancy)	(\$281,526.75)	(\$289,972.55)	(\$296,671.73)	(\$307,631.88)	(\$316,860.84)	(\$326,366.66)
(Retail Vacancy)	(\$125,000.00)	(\$128,750.00)	(\$132,612.50)	(\$136,590.88)	(\$140,688.60)	(\$144,909.26)
ADDITIONAL INCOME						
Parking Fees	\$120,000,000.00	\$123,600,000.00	\$127,308,000.00	\$131,127,240.00	\$135,061,057.20	\$139,112,888.92
Effective Gross Income	\$131,477,698.25	\$135,422,029.20	\$139,484,690.07	\$143,669,230.78	\$147,979,307.70	\$152,418,686.03
EXPENSES						
(Operating Expenses)	(\$5,250,000.00)	(\$5,512,500.00)	(\$5,788,125.00)	(\$6,077,531.25)	(\$6,381,407.81)	(\$6,700,478.20)
(Real Estate Taxes)	(\$3,150,000.00)	(\$3,307,500.00)	(\$3,472,875.00)	(\$3,646,518.75)	(\$3,828,844.69)	(\$4,020,286.92)
(Replacement Reserve)	(\$1,100,000.00)	(\$1,155,000.00)	(\$1,212,750.00)	(\$1,273,387.50)	(\$1,337,056.88)	(\$1,403,909.72)
(Total Expenses)	(\$9,500,000.00)	(\$9,975,000.00)	(\$10,473,750.00)	(\$10,997,437.50)	(\$11,547,309.38)	(\$12,124,674.84)
NET OPERATING INCOME	\$121,977,698.25	\$125,447,029.20	\$129,010,940.07	\$132,671,793.28	\$136,431,998.32	\$140,294,012.09
Debt Service	\$21,434,899.50	\$21,434,899.50	\$21,434,899.50	\$21,434,899.50	\$21,434,899.50	\$21,434,899.50
CASH FLOW AFTER FINANCING*	\$100,542,798.75	\$104,012,129.70	\$107,576,040.57	\$111,236,893.78	\$115,000,000.00	\$118,859,112.59
DEBT SERVICE COMPONENTS						
Beginning of Year Outstanding Principal	\$315,000,000.00	\$325,000,100.50	\$336,136,711.05	\$348,315,482.66	\$361,712,131.42	\$376,448,445.06
(Interest)	\$31,500,000.00	\$32,506,510.05	\$33,613,671.11	\$34,831,548.27	\$36,171,213.14	\$37,648,445.06
(Amortization)	(\$10,000,000.00)	(\$10,000,000.00)	(\$10,000,000.00)	(\$10,000,000.00)	(\$10,000,000.00)	(\$10,000,000.00)
End of Year Outstanding Principal	\$325,000,100.50	\$336,136,711.05	\$348,315,482.66	\$361,712,131.42	\$376,448,445.06	\$392,448,445.06
NET PROCEEDS FROM SALE						
Sale Price	\$2,282,806,646.55					
(Sale Expenses)	(\$135,768,388.79)					
(Mortgage Loan Payoff)	(\$376,448,445.06)					
Net Proceeds from Sale	\$1,770,589,812.70					
SINGLE PERIOD (YEAR 1) RETURN MEASURES						
Return on Total Assets	23.2%					
Before Tax Return on Equity	47.9%					
Capitalized Value	\$99,328,000.00					
MULTI-YEAR PERIOD RETURN MEASURES						
Net Present Value @ 10%	\$91,402,544.32	\$85,960,437.77	\$80,823,471.51	\$75,976,295.18	\$71,382,587.17	\$67,025,287.17
Gross Present Value	\$91,402,544.32	\$177,362,982.08	\$258,186,453.59	\$334,162,748.77	\$402,545,435.94	\$462,545,435.94
Net Present Value at Sale						
Before-Tax IRR						-387.00%

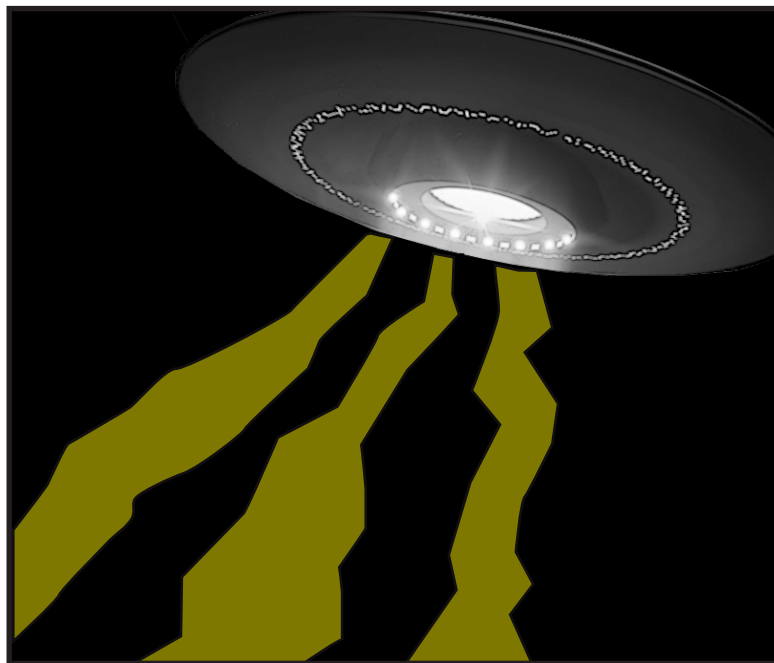


AND THAT KIND OF IRR WOULD MAKE ANY ENTRY LEVEL FINANCIAL ANALYST WANT TO FLIP A TABLE...



YEAH GUYS, I'M NOT GOING TO LIE TO YOU. NOTHING MAKES SENSE ABOUT WHY WE AMERICANS KEEP BUILDING THESE STADIUMS.

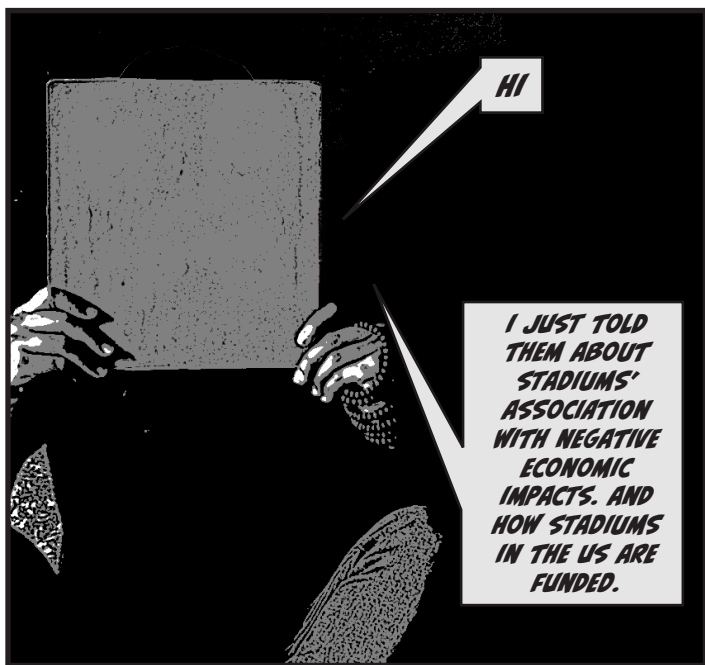
MAYBE YOU SHOULD GO ASK PEOPLE OUTSIDE AMERICA ABOUT THEIR STADIUMS. THEY GENERALLY DO THINGS BETTER THAN US.





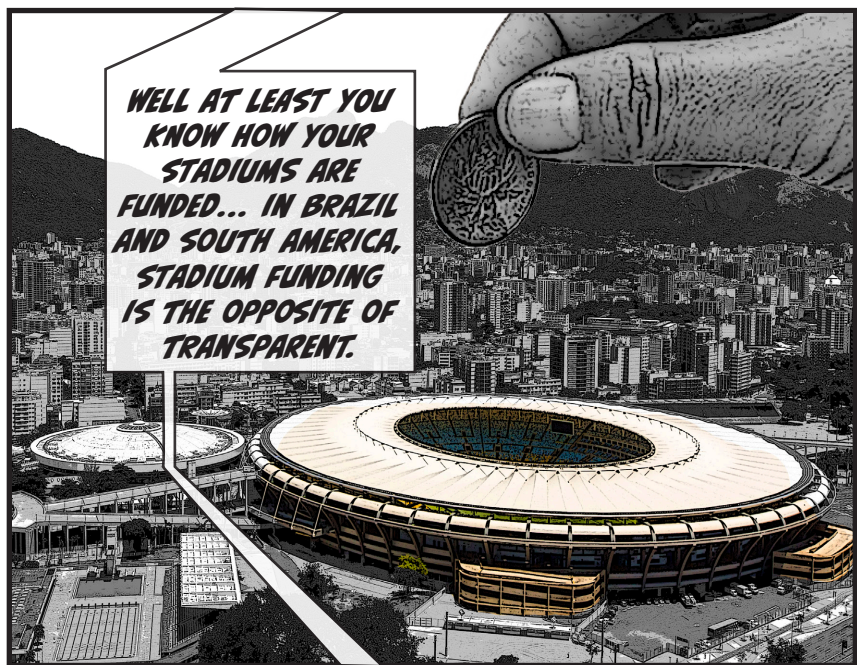
EARTHLINGS, WE
NEED YOUR HELP
UNDERSTANDING
STADIUMS AND WHAT
THEY MEAN FOR
URBAN PLANNING.

WHAT DO YOU
NEED TO KNOW?



HI

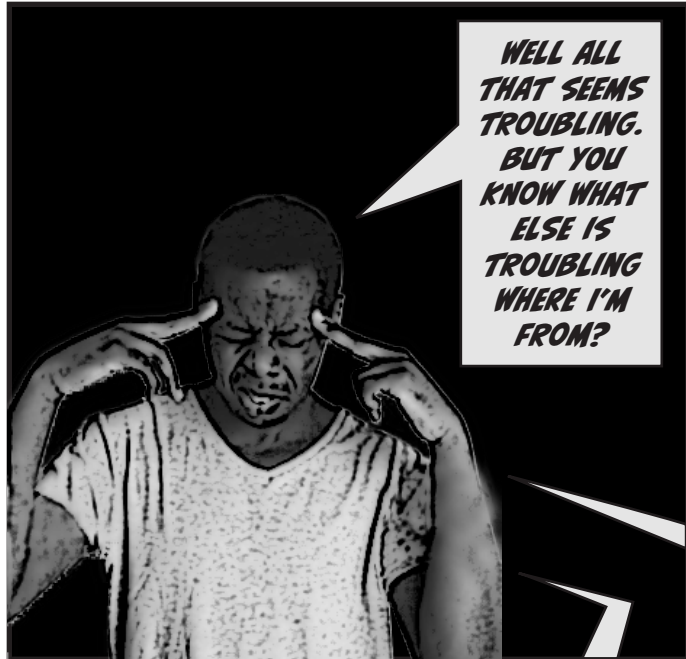
I JUST TOLD
THEM ABOUT
STADIUMS'
ASSOCIATION
WITH NEGATIVE
ECONOMIC
IMPACTS. AND
HOW STADIUMS
IN THE US ARE
FUNDED.



WELL AT LEAST YOU
KNOW HOW YOUR
STADIUMS ARE
FUNDED... IN BRAZIL
AND SOUTH AMERICA,
STADIUM FUNDING
IS THE OPPOSITE OF
TRANSPARENT.



OUR POLITICIANS ARE A BIG
REASON FOR THIS. THEY USE
STADIUMS & LOCAL SOCCER TEAMS
IN NEIGHBORHOODS & CITIES TO
CONSOLIDATE POLITICAL POWER
AND RAISE MONEY FOR THEIR
OWN CAMPAIGNS, PROJECTS, AND
CAPITAL EXPENDITURES. (4)



WELL ALL THAT SEEMS TROUBLING. BUT YOU KNOW WHAT ELSE IS TROUBLING WHERE I'M FROM?



WE HAVE 13 STADIUMS IN THE CITY OF LONDON ALONE.



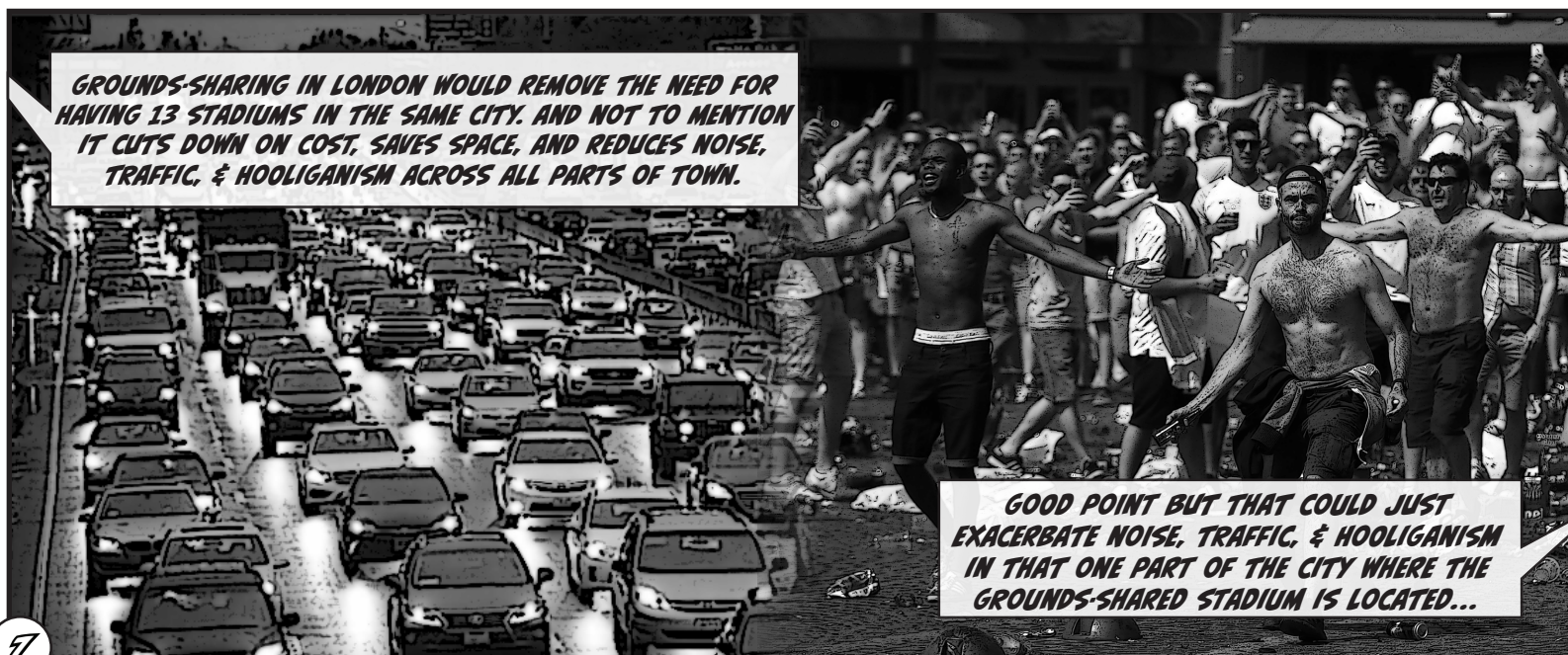
WOW, TALK ABOUT WASTES OF SPACE AND MONEY PITS.

DEFINITELY. THE LEAST WE COULD DO IS GROUNDS-SHARING FOR A FEW OF THE TEAMS THAT PLAY AT THOSE STADIUMS.

GROUNDS-SHARING? WHAT'S THAT?

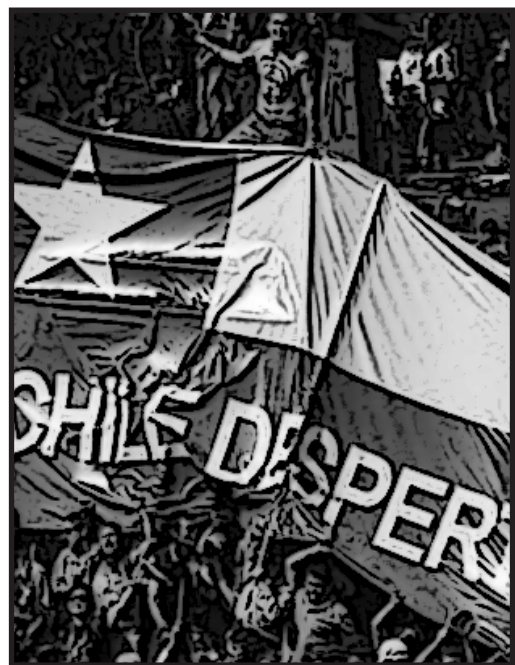
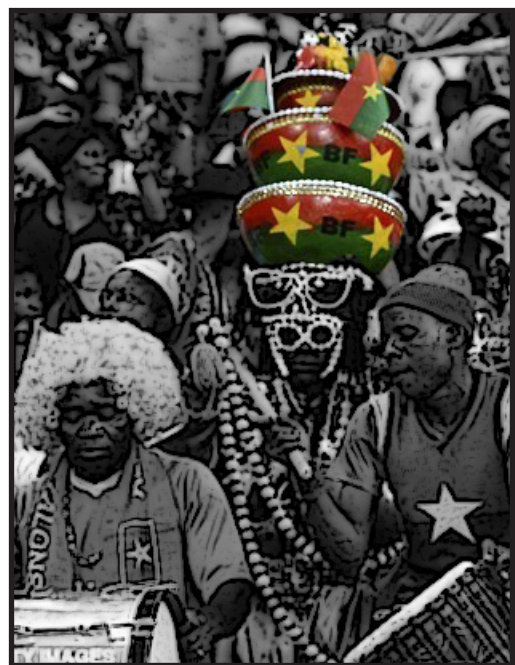
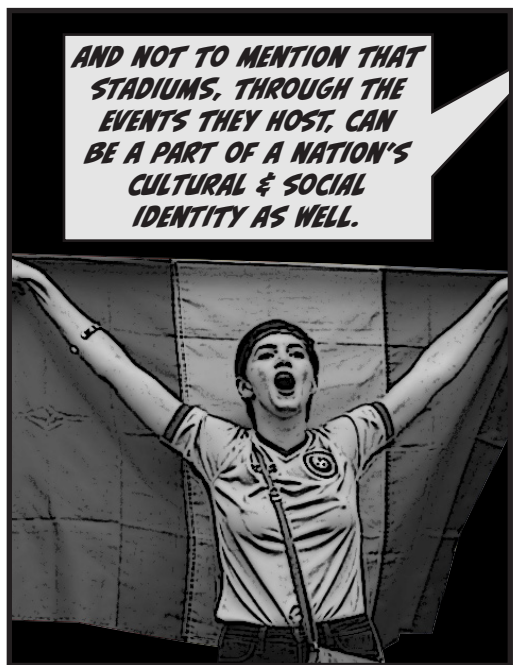
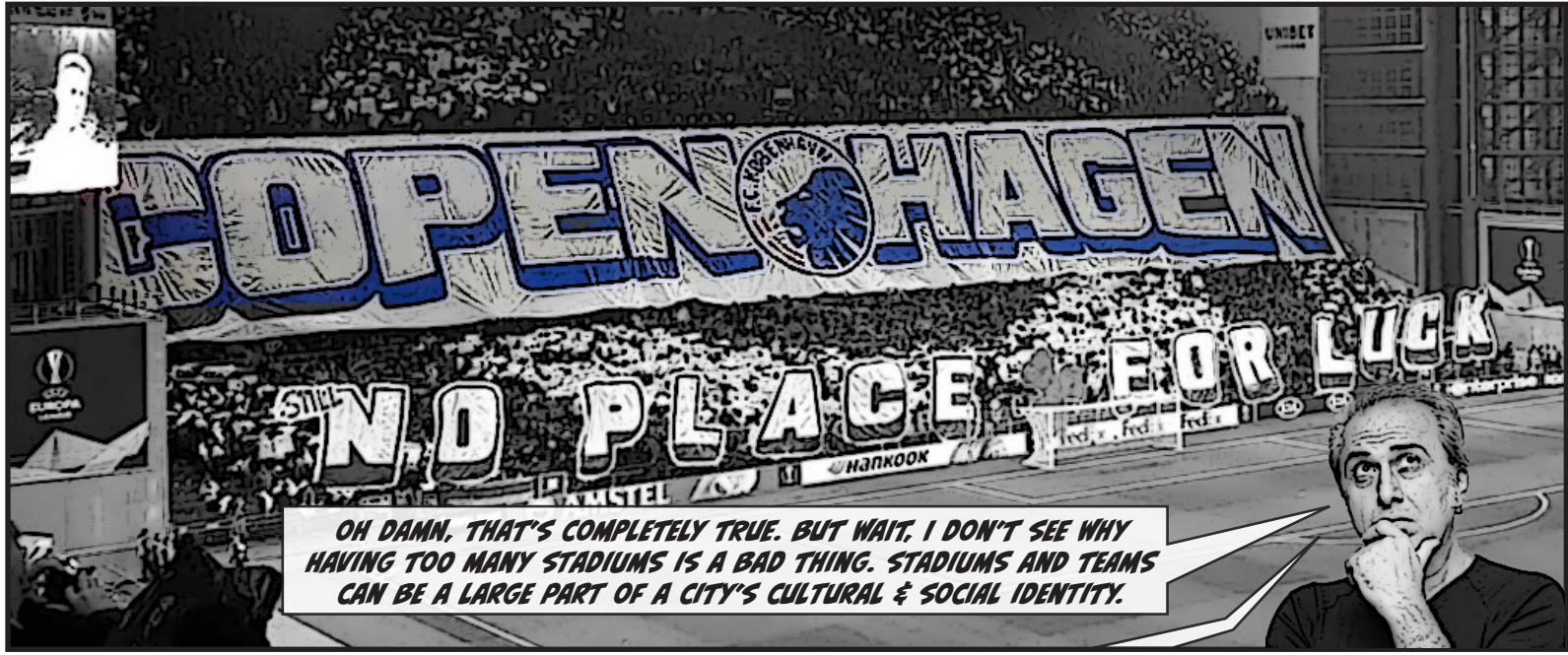


IT'S WHEN TWO OR MORE TEAMS SHARE THE SAME STADIUM. (5)



GROUNDS-SHARING IN LONDON WOULD REMOVE THE NEED FOR HAVING 13 STADIUMS IN THE SAME CITY. AND NOT TO MENTION IT CUTS DOWN ON COST, SAVES SPACE, AND REDUCES NOISE, TRAFFIC, & HOOLIGANISM ACROSS ALL PARTS OF TOWN.

GOOD POINT BUT THAT COULD JUST EXACERBATE NOISE, TRAFFIC, & HOOLIGANISM IN THAT ONE PART OF THE CITY WHERE THE GROUNDS-SHARED STADIUM IS LOCATED...



ALSO DON'T FORGET THAT STADIUMS CAN LOOK PRETTY DAMN COOL. WE'VE COME A LONG WAY IN OUR EVOLUTION OF STADIUM DESIGN, PLANNING, & DEVELOPMENT.



1910 OLD TRAFFORD MANCHESTER, ENGLAND



- † ARCHITECTURE BASED ON FACTORY BUILDING DESIGN
- † MORE FUNCTIONAL - ACCOMMODATES LARGE CROWDS RATHER THAN AESTHETIC ELEGANCE
- † WOOD AS MAIN CONSTRUCTION MATERIAL
- † BASIC LEVELS OF COMFORT & SECURITY
- † MAIN DESIGN & PLANNING GOAL IS TO INCREASE CAPACITY (6)

1930S CAMP DE LES CORTS BARCELONA, SPAIN



- † ARCHITECTURE BASED ON FACTORY BUILDING DESIGN
- † REINFORCED CONCRETE AND STEEL REPLACE WOODEN STANDS
- † INCREASES IN STADIUM CAPACITY
- † PROVISION OF MORE COMFORT, SAFETY, & COMPLEMENTARY FACILITIES (6)

1960S VICENTE CALDERÓN MADRID, SPAIN



- † INCORPORATION OF MORE TECHNICAL INNOVATIONS IN DESIGN AND OPERATION (FLOODLIGHTS, FACILITIES, AND BASIC IT SYSTEMS)
- † INCREASES IN STADIUM CAPACITY (EXTRA TIERS OF STANDS)
- † INCREASE IN HOSPITALITY SERVICES (6)

1997 REEBOK STADIUM HORWICH, ENGLAND



- † CAPACITY REDUCTION (DEMOLITION OF OUTDATED STANDS)
- † INCREASING COMFORT, SECURITY, ACCESSIBILITY, & COMMERCIAL DEVELOPMENT
- † ARTIFICIAL GRASS AND RETRACTABLE ROOFS & PITCHES
- † VIEW OF STADIUMS AS MORE THAN SPORTING FACILITIES: TOURISTS ATTRACTION, LEISURE CENTERS, BUSINESS CENTERS, ICONS OF CITY MARKETING (6)

2020S SANTIAGO BERNABÉU MADRID, SPAIN



- † CREATION OF MIXED-USE SPACES THAT ALLOW STADIUMS TO GENERATE REVENUE ON MATCH & NON-MATCH DAYS ALIKE
- † INCREASING COMFORT, SECURITY, ACCESSIBILITY, & COMMERCIAL DEVELOPMENT
- † INCREASING TECHNICAL INNOVATION (RETRACTABLE ROOFS & PITCHES)
- † VIEW OF STADIUMS AS MORE THAN SPORTING FACILITIES: TOURISTS ATTRACTION, LEISURE CENTERS, BUSINESS CENTERS, ICONS OF CITY MARKETING (6)

CONTEMPORARY STADIUMS NOW FUNCTION IN MANY MORE WAYS THAN THEY USED TO.

WITH THEIR MIXED-USE CAPACITIES, STADIUMS CAN FUNCTION & PROFIT ON MATCH DAYS AND NON-MATCH DAYS ALIKE.

BERNABÉU STADIUM MIXED-USE SERVICES, GOODS, & EXPERIENCES

MATCH DAYS

FANS

- TICKETS
- SEASON TICKETS
- BARS AND KIOSKS
- OFFICIAL CLUB MERCHANDISE SHOPS

NON-MATCH DAYS

- GUIDED TOUR AND MUSEUM AND SUMMER EVENING GUIDED TOURS
- CATERING SERVICES (RESTAURANT 57, CAFE ASADOR DE LA ESQUINA)
- OFFICIAL CLUB MERCHANDISE SHOPS
- MUSIC CONCERTS

CORPORATE CLIENTS

- MATCH DAY HOSPITALITY PACKAGES
- VIP AREA
- 250 HOSPITALITY BOXES: 4,500 SEATS
- GOLDEN AND SILVER
- BUSINESS AREAS
- CONFERENCES AND SEMINARS
- SHOWS
- PRESENTATIONS OF CORPORATE PRODUCTS
- NEW SERVICES

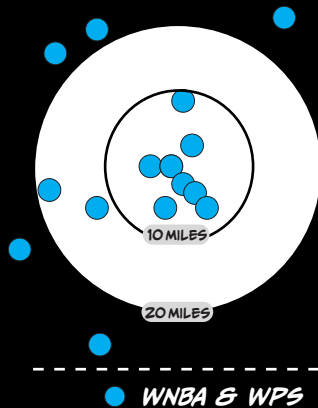
(6)

WOW, YOU GUYS ARE MAKING STADIUMS SEEM MUCH BETTER THAN OUR AMERICAN FRIEND MADE THEM OUT TO BE!

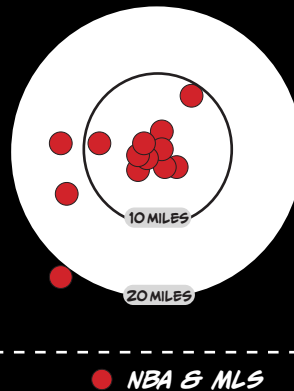
OH, DON'T GET YOUR HOPES UP. IT'S NOT ALL GOOD. WHERE TO START...

LET'S TAKE A LOOK AT ONE FORM OF GENDER INEQUITY. IN THE US, STADIUMS FOR PRO WOMEN'S TEAMS ARE GENERALLY LOCATED IN SUBURBS, AWAY FROM CITY CENTERS. WHILE LOCATING TEAMS IN SUBURBS CAN SAVE MONEY ON STADIUM COSTS DUE TO LOWER LAND COSTS, LOCATING THE STADIUM FOR A PRO WOMEN'S TEAM AWAY FROM THE HEART OF DOWNTOWN DETRACTS FROM THE FIGHT FOR EQUAL STATUS AMONG MALE & FEMALE ATHLETES. (7)

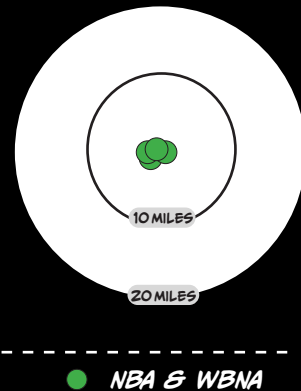
US WOMEN'S STADIUMS



US MEN'S STADIUMS



US WOMEN'S & MEN'S SHARED STADIUMS



WNBA & WPS

NBA & MLS

NBA & WNBA

(7)

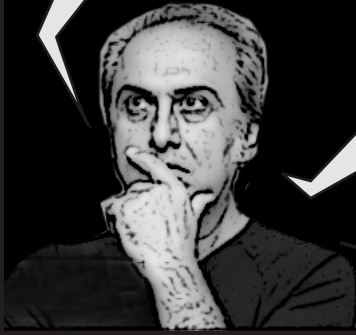
MANY PEOPLE THINK GENDER EQUITY IN SPORTS IS BASED SOLELY AROUND THE FIGHT FOR EQUAL PAY. BUT STADIUM PLANNING & DEVELOPMENT PLAYS A KEY PART TOO!

OF COURSE, THOUGH, SITUATING A STADIUM DOESN'T FIX EVERY FORM OR TYPE OF GENDER INEQUITY. NOR DOES IT FIX THE MYRIAD AMOUNT OF OTHER PROBLEMS.

IN SOUTH AFRICA, FOR EXAMPLE, THE CITY OF CAPE TOWN SPENT ~R4 BILLION (\$235 MILLION USD) IN CONSTRUCTING ITS 2010 WORLD CUP STADIUM. (8)

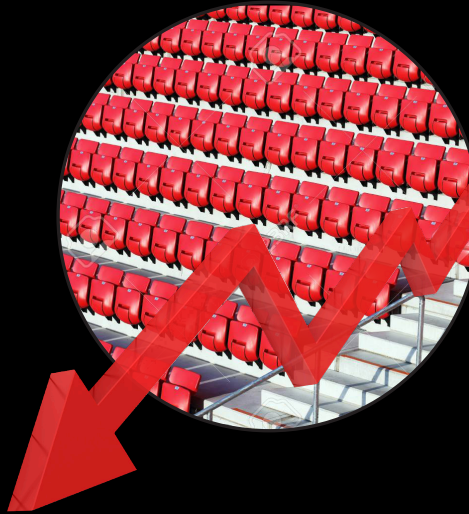
YET FOR THE SOUTH AFRICAN RESIDENT DISCOUNTED TICKET PRICE OF R341 (\$20 USD), MANY LOW INCOME CAPE TOWN RESIDENTS WOULDN'T EVEN GET TO ATTEND GAMES AT THE STADIUM FOR WHICH PUBLIC TAXPAYER MONEY WAS USED! (8)

THIS IS AN IMPORTANT POINT. STADIUMS' LOCATIONS AND WHERE THEY'RE POSITIONED WITHIN CITIES INFLUENCE RACIAL AND SOCIAL (IN)EQUITY FOR NEIGHBORHOODS AND COMMUNITIES.



THE EXAMPLE OF CAPE TOWN DEMONSTRATES SEVERE INEQUITIES WHEN CITY & TAXPAYER MONEY FOR STADIUM DEVELOPMENT DOESN'T ACTUALLY SERVE THE LOCAL POPULACE, WHICH IS UNFORTUNATELY AN ALL-TOO-COMMON OCCURRENCE.

ADDITIONALLY, IN THE US, RACIAL DISCRIMINATION IS ALSO PART OF INEQUITY WHEN APPLIED TO STADIUM PLANNING & DEVELOPMENT.

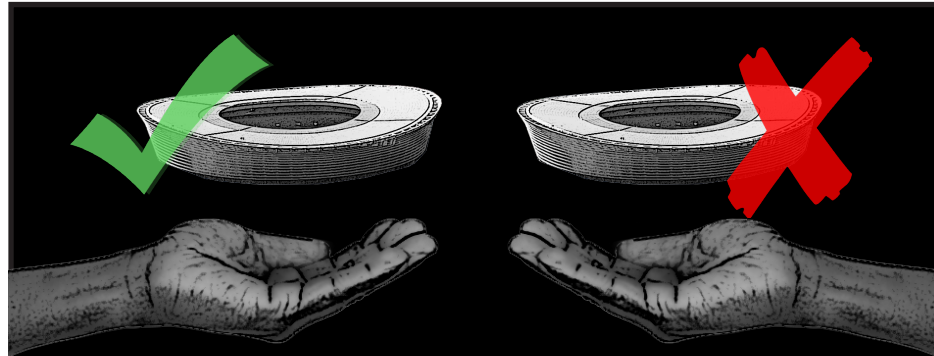


IN FACT, IT'S BEEN SHOWN THAT "... EACH ADDITIONAL 1% INCREASE IN THE FRACTION OF THE LOCAL POPULATION THAT IS WHITE LEADS TO A REDUCTION IN STADIUM CAPACITY OF ABOUT 2,000 SEATS... LAND! A REDUCTION IN TOTAL CONSTRUCTION SPENDING OF ABOUT \$5 MILLION..." (9)

WELL I GUESS THAT COULD BE A GOOD OR BAD THING DEPENDING ON YOUR VIEW OF STADIUMS.



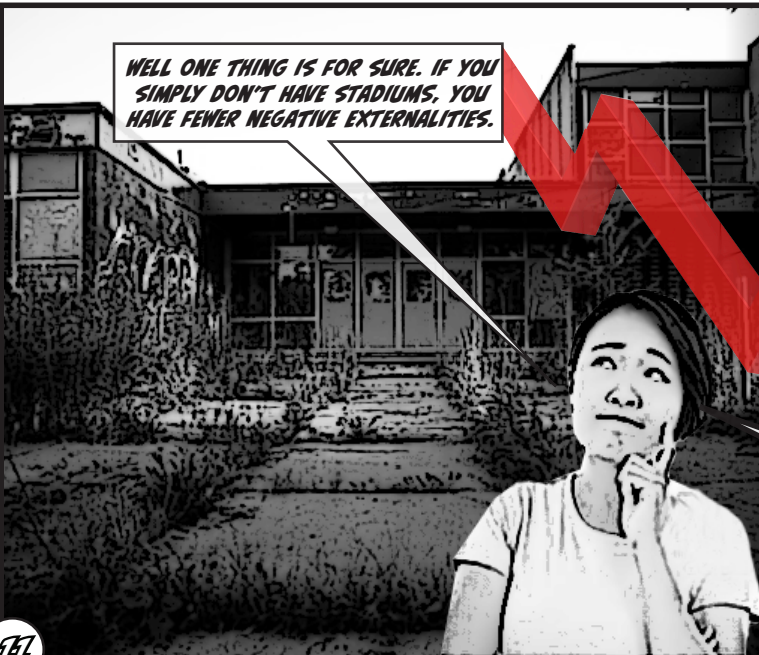
WHAT DO YOU MEAN?



IF YOU CONSIDER STADIUMS TO BE BENEFICIAL FOR COMMUNITIES, IT COULD BE GOOD THAT MORE DIVERSE COMMUNITIES GET STADIUMS. BUT IF YOU CONSIDER STADIUMS TO BE DETRIMENTAL FOR COMMUNITIES, IT WOULD BE BAD.

AND CONSIDERING WHAT CAPE TOWN SHOWED US, STADIUM INVESTMENT & DEVELOPMENT DOESN'T ALWAYS SERVE THE LOCATION'S POPULATION. THIS WOULD SEEM TO DEMONSTRATE THAT MORE DIVERSE, MORE NON-WHITE COMMUNITIES HAVING TO FRONT THE BILL & LIVE LONG-TERM WITH NEXT DOOR STADIUMS IS NOT VERY JUST NOR EQUITABLE.

WELL ONE THING IS FOR SURE. IF YOU SIMPLY DON'T HAVE STADIUMS, YOU HAVE FEWER NEGATIVE EXTERNALITIES.



ONE STUDY NOTED THAT PUBLICLY FUNDING STADIUMS & SPORTS FRANCHISES "...MAY COME AT THE EXPENSE OF OTHER IMPORTANT AND HIGHLY PRODUCTIVE PUBLIC SERVICES.... THERE MAY BE FEWER POLICE ON THE STREET, FEWER FIREMEN, LESS FREQUENTLY REPAIRED STREETS AND HIGHWAYS, A WEAKER EDUCATION SYSTEM, AND SO ON." (2)

WELL... I'M JUST NOT SURE HOW TO THINK ABOUT STADIUMS & THEIR URBAN PLANNING IMPLICATIONS ANY MORE.



YEAH, STADIUMS ARE PRETTY COMPLEX, COMPLICATED, & CONTROVERSIAL, ESPECIALLY WHEN TRYING TO UNDERSTAND THEM IN THE CONTEXT OF PLANNING & DEVELOPMENT.



SO WHAT DOES THIS MEAN, THOUGH, FOR AN IDEALISTIC GRADUATE URBAN PLANNING STUDENT WHO WANTS TO WORK PROFESSIONALLY IN STADIUM PLANNING & DEVELOPMENT?



IT'S NOT ALL DARK & GLOOMY. THERE ARE A LOT OF WAYS IN WHICH A GRAD STUDENT WITH STADIUM PLANNING & DEVELOPMENT ASPIRATIONS CAN WORK & MAKE AN IMPACT IN THE FIELD.



FOR ONE, THE COVID-19 PANDEMIC SHOWS JUST HOW IMPORTANT IT IS NOW TO CREATE NEW & ALTERNATIVE METHODS FOR STADIUM PLANNING (AND MEGA-EVENT PLANNING TOO).

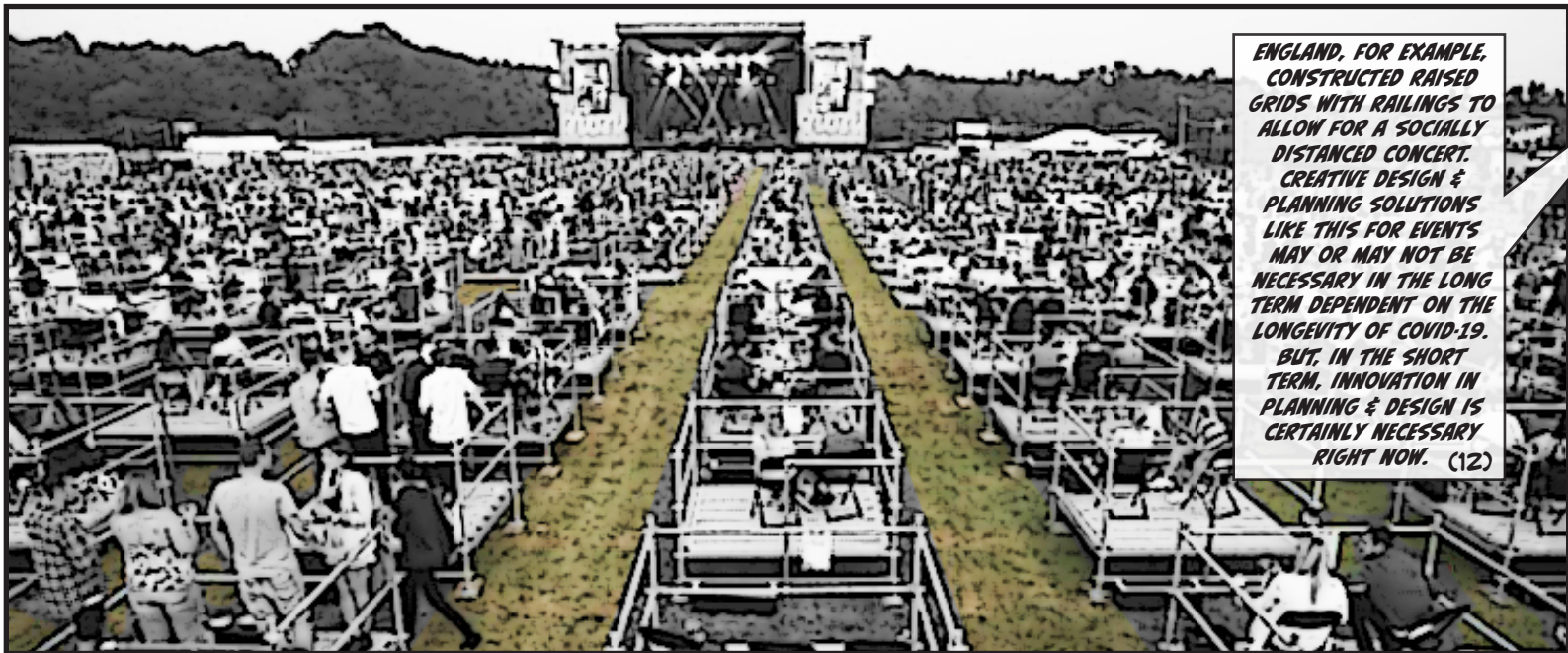
FANGCANG SHELTER HOSPITALS IN CHINA, FOR EXAMPLE, WERE CONVERTED FROM EXISTING STADIUMS TO HOUSE NEWLY INFECTED COVID PATIENTS. THEY PROVIDED A NOVEL APPROACH TO TREATING PATIENTS & ERECTING TEMPORARY HOSPITAL FACILITIES. THEIR SUCCESS IN CHINA DEMONSTRATES THE UTILITY OF PLANNING AND DESIGNING VENUES SPACES TO EASILY CONVERT INTO AND SERVE AS EMERGENCY HEALTHCARE INFRASTRUCTURE. (10)



AND ON THE TOPIC OF CITIES RETHINKING HOW TO CONVERT PUBLIC VENUES, IT WILL ALSO BE NECESSARY FOR CITIES TO RECONSIDER HOW TO FEASIBLY HOST MEGA-EVENTS THAT DRAW INTERNATIONAL ATHLETES AND TOURISTS FROM AROUND THE WORLD. (11)

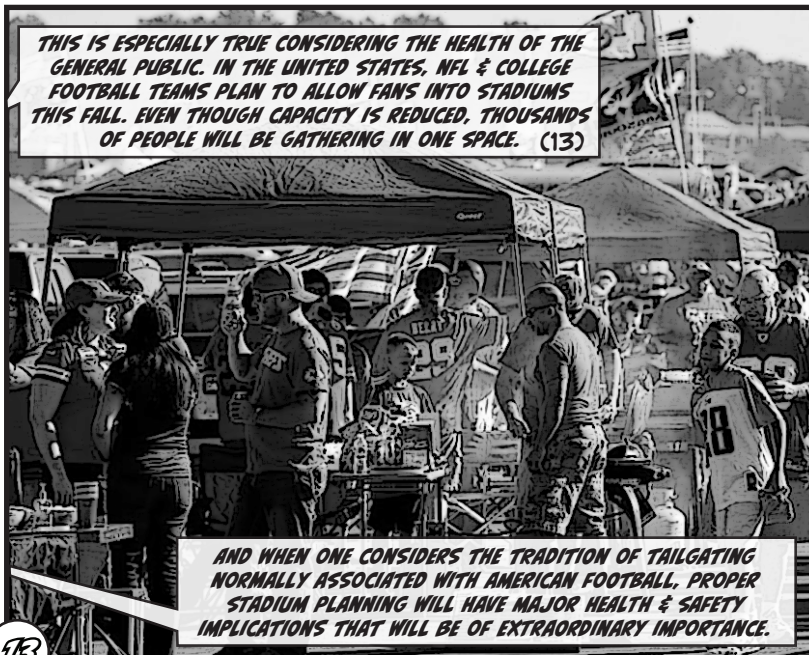
TOKYO, FOR EXAMPLE, ALREADY DELAYED THE 2020 SUMMER OLYMPICS BY ONE YEAR. IN THE AGE OF A PANDEMIC, HOWEVER, PLANNING MEGA-EVENTS TO BE MORE SPATIALLY DISPERSED AND OCCURRING OVER A GREATER PERIOD OF TIME COULD BECOME THE NORM.

BUT OF COURSE, MEGA-EVENTS LIKE THE OLYMPICS & WORLD CUP AREN'T THE ONLY SORT OF EVENTS THAT WILL NEED HELP. CONCERTS, SPORTS, AND CONVENTIONS THAT TYPICALLY USE STADIUM SPACE NEED TO EMPLOY CREATIVE SOLUTIONS FOR THEIR PLANS, DESIGNS, AND URBAN IMPLICATION CONSIDERATIONS.

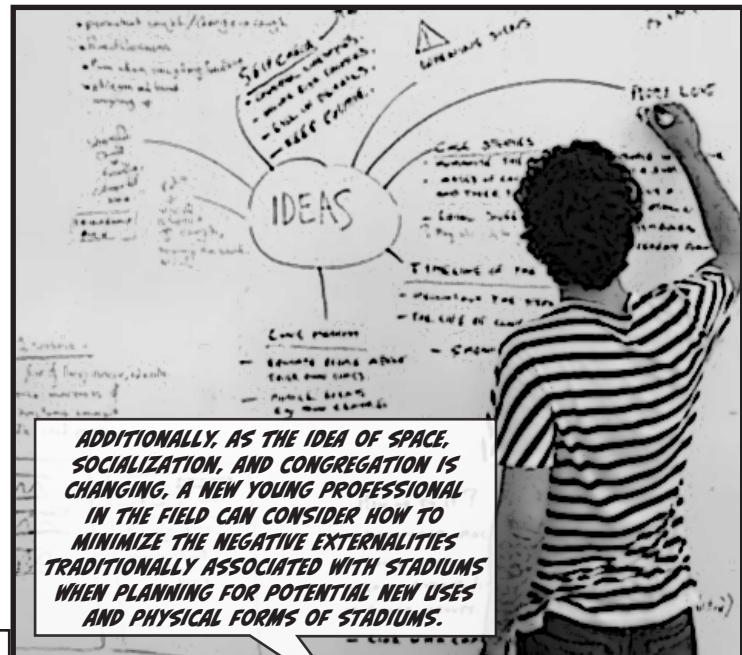


ENGLAND, FOR EXAMPLE, CONSTRUCTED RAISED GRIDS WITH RAILINGS TO ALLOW FOR A SOCIALLY DISTANCED CONCERT. CREATIVE DESIGN & PLANNING SOLUTIONS LIKE THIS FOR EVENTS MAY OR MAY NOT BE NECESSARY IN THE LONG TERM DEPENDENT ON THE LONGEVITY OF COVID-19. BUT, IN THE SHORT TERM, INNOVATION IN PLANNING & DESIGN IS CERTAINLY NECESSARY RIGHT NOW. (12)

THIS IS ESPECIALLY TRUE CONSIDERING THE HEALTH OF THE GENERAL PUBLIC. IN THE UNITED STATES, NFL & COLLEGE FOOTBALL TEAMS PLAN TO ALLOW FANS INTO STADIUMS THIS FALL. EVEN THOUGH CAPACITY IS REDUCED, THOUSANDS OF PEOPLE WILL BE GATHERING IN ONE SPACE. (13)



AND WHEN ONE CONSIDERS THE TRADITION OF TAILGATING NORMALLY ASSOCIATED WITH AMERICAN FOOTBALL, PROPER STADIUM PLANNING WILL HAVE MAJOR HEALTH & SAFETY IMPLICATIONS THAT WILL BE OF EXTRAORDINARY IMPORTANCE.



ADDITIONALLY, AS THE IDEA OF SPACE, SOCIALIZATION, AND CONGREGATION IS CHANGING, A NEW YOUNG PROFESSIONAL IN THE FIELD CAN CONSIDER HOW TO MINIMIZE THE NEGATIVE EXTERNALITIES TRADITIONALLY ASSOCIATED WITH STADIUMS WHEN PLANNING FOR POTENTIAL NEW USES AND PHYSICAL FORMS OF STADIUMS.

ALSO, WE CANNOT FORGET THAT CONTINUALLY INCORPORATING RACIAL, GENDER, AND SOCIAL EQUITY INTO THE PLANNING AND DEVELOPMENT PROCESS IS ABSOLUTELY PARAMOUNT. THERE IS A DEEP HISTORY OF RACIST, EXCLUSIONARY, AND INEQUITABLE PLANNING AND DEVELOPMENT IN THE US AND THROUGHOUT THE WORLD. THE MODEL FOR THE INDUSTRY NEEDS TO CHANGE, ESPECIALLY FOR HUGE PROJECTS SUCH AS STADIUMS.

PLANNERS COMING OUT OF GRAD SCHOOL COULD DEVOTE THEIR LIVES TO CHANGING THIS MODEL AND CONTINUALLY STAY BUSY WITH MEANINGFUL, IMPORTANT, & IMPACTFUL WORK THROUGHOUT THEIR LIVES AND CAREERS.

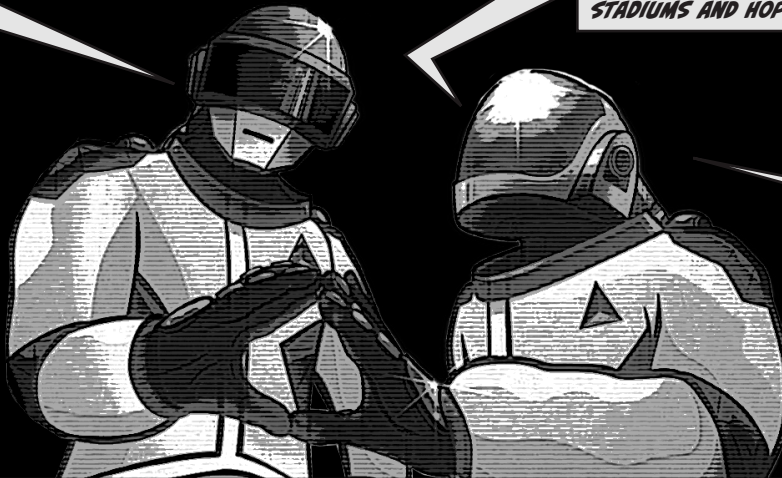
LASTLY, UNDERSTAND THAT THERE IS A REASON WHY STADIUMS AND THEIR PLANNING & DEVELOPMENT IMPLICATIONS ARE SO COMPLEX AND CONTROVERSIAL. THERE IS NO EASY FIX-ALL TO ADDRESS THE PROBLEMS & DIFFICULTIES OF PLANNING & DEVELOPING THESE GIGANTIC BUILDINGS ACROSS THE WORLD.

FOR AN IDEALISTIC GRADUATE URBAN PLANNING STUDENT ASPIRING TO WORK PROFESSIONALLY IN STADIUM PLANNING & DEVELOPMENT, THERE AN ABUNDANT AMOUNT OF WAYS TO GET STARTED & MAKE A MEANINGFUL IMPACT IN THE FIELD.



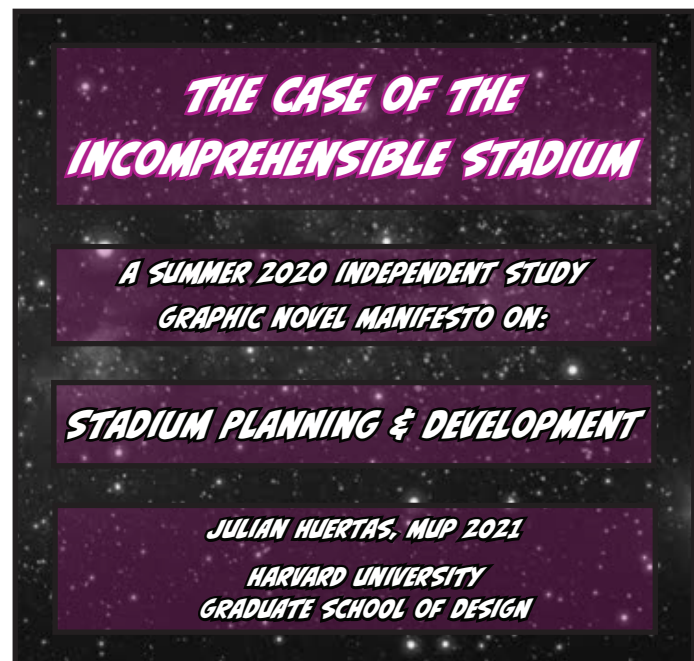
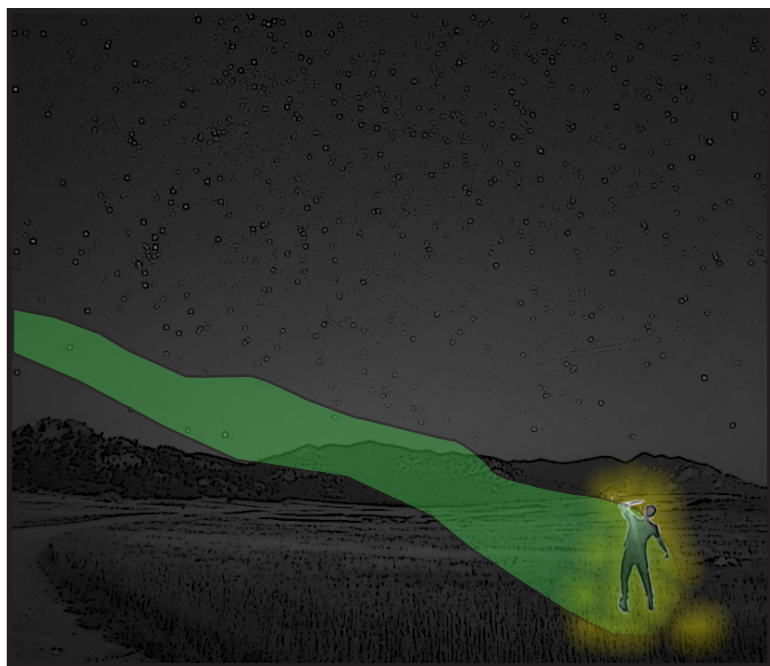
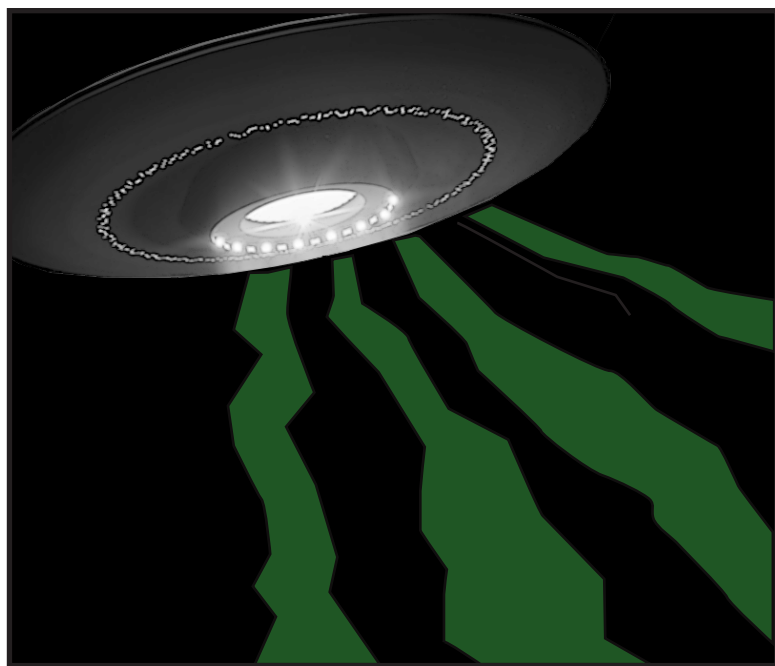
WELL, THANK YOU FOR THE HELP, HUMANS. IT'S CLEAR TO US NOW THAT STADIUMS & THEIR PLANNING IMPLICATIONS ARE A LOT MORE COMPLEX THAN WE'D ORIGINALLY THOUGHT. WE CAME IN THINKING THERE WAS A SIMPLE ANSWER TO ALL THIS, AND WE'VE COME AWAY REALIZING JUST HOW WRONG WE WERE.

ONE THING IS CLEAR THOUGH ... YOU HUMANS HAVE A LOT OF WORK IN FRONT OF YOU IF YOU WANT TO CHANGE THE MODEL AND FIX THE SYSTEM FOR STADIUM PLANNING & DEVELOPMENT. IT'S GOING TO TAKE A LOT MORE THAN CONTINUING TO PLAN & BUILD SHINY NEW STADIUMS AND HOPING POSITIVE EXTERNALITIES ARISE.



WELL... YOU BETTER GET CRACKING! WE'LL BEAM YOU BACK TO EARTH NOW.





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